PERSONNEL TRANSFORMATION: NOT A QUESTION OF WHETHER . . . BUT HOW SOON!

LTG John M. Le Moyne and LTC Franklin Childress

"The current plan is . . . we'll be waiting on the objective for the Objective Force to arrive."

LTG John M. Le Moyne
Army's Deputy Chief of Staff, G-1

Introduction

Transformation is the highest priority in the Army today, eclipsed only by the war on terrorism. Personnel transformation, which is the G-1's contribution, is already impacting virtually everyone in the Army. Initiatives are already in place allowing soldiers to use the Web to verify personal data prior to promotion boards, submit assignment preferences, and streamline database management. Army personnel transformation is a huge success based on Web usage numbers and initial feed-back. In addition, a once large and vocal population of transformation naysayers is now very quiet or very few in number. Army Chief of Staff (CSA) GEN Eric K. Shinseki's transformation decisions seem prophetic in the wake of the September 11, 2001, attacks and only serve to reinforce the Army's new mobile strategic requirements.

The CSA's vision cites three priorities: people, readiness, and transformation. He constantly reminds us that people are the centerpiece and that all other actions are in support of people, our most critical resource. The CSA manages these competing priorities in his transformation effort while meeting his non-negotiable contract with the president and the American people—" . . . to fight and win our Nation's wars . . . with additional requirements to be dominant at every point on the spectrum of conflict and to see first, understand first, act first, and finish decisively."

The Army's basic and most fundamental enablers are its people—they are the centerpiece of the Army and its link to the Nation. A force comprised of people from all components, in the right grades with the

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right skills, with world-class well-being programs, is the foundation of our ready Army. How we acquire, train, develop, distribute, evaluate, promote, sustain, and transition our people represents the human dimension of our transformation. The Army's ability to meet its readiness goals hinges on its ability to execute all these tasks in a streamlined, efficient manner while simultaneously reducing the forward-based footprint. To comply with our contract and lead the Army through its transformation, we *must* execute personnel transformation.

The Need For Transformation

The old adage "strength through adversity" best describes the atmosphere within the Office of the Deputy Chief of Staff, G-1, in the 7 months since the tragic terrorist attack on the Pentagon. The events of September 11, 2001, and now Operation Enduring Freedom have served to dramatically reinforce the need to transform our personnel functions by validating needs and shortfalls from commanders in the field. Although much work remains to be done, we are confident that we have validated the current personnel transformation course of action that will completely change the way we view and execute our personnel systems.

The Operational Gap

Our current support to the soldier is not strategically, operationally, or tactically responsive. We are unable to adequately track Active or Reserve component personnel during mobilization or in a theater of war. As a result of our current disjointed, "stovepiped" systems, we run the risk of making strategic, operational, and tactical decisions based on inaccurate and incomplete personnel information. Our current systems are incapable of providing personnel information by battlefield location or tracking Active and

Reserve component status changes in a timely manner.

We also lack a single, comprehensive, authoritative personnel database, instead relying on five separate databases that do not cross talk. We are weighted down with inconsistent, redundant, and complicated data processes that update only stovepiped layers of individual databases. Our current personnel system requires manpower-intensive data input and error reconciliation to alleviate inconsistent updates across multiple databases. The possibility of human error increases with each manual input of data. We also lack an adequate communications and information infrastructure across all components to provide personnel systems that can keep up with our current tactical speed on the battlefield. Commanders' needs for personnel information far exceed our current systems' capabilities.

G-1 Mission, Vision, And Objectives

The Army vision is about people, readiness, and transformation, with a clear focus on the end state—the Objective Force. Personnel transformation is about having the tools, programs, policies, and systems necessary to ensure manning, personnel

readiness, and well-being for the Legacy, Interim, and Objective Forces. The objectives of personnel transformation are to enable Army transformation, increase strategic responsiveness, enhance reachback, and ensure personnel combat power. Personnel transformation is a critical enabler to the success of Army transformation.

To understand the transformation road ahead requires an understanding and endorsement of the Army G-1's mission, vision, and objectives. The Army G-1 is the single human resources provider for all Army officers, enlisted personnel, DA civilians, and contractors. As such, the G-1 is responsible for making available to the entire force the full spectrum of integrated and unified human resource programs, policies, and systems. The G-1 executes this mission through a vision focused on manning the Objective Force and providing world-class well-being programs.

From the G-1's vision, we developed a restated personnel transformation mission—to transform Army human resources programs, policies, and information technology systems to enable the manning, personnel readiness, and well-being of the force. This restated personnel

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transformation mission and focus will guide the development of systems that will ensure a force that is strategically responsive at every point on the spectrum of operations focused on maximizing readiness of the warfighter. The bottom line is that personnel transformation is a "strategic enabler" of Army transformation and essential to our Army's core competency of fighting and winning America's wars.

From the personnel transformation mission, we derive a vision of a strategic end state that consists of three parts: an almost paperless internal personnel environment where information, applications, and communications technology vastly increase the personnel community's productivity and customer service; an external personnel environment where soldiers and staff at all levels can readily access complete, accurate, personnel data and employ the latest analytical tools to support decisionmaking appropriate to their level of clearance; and a cohesive personnel force structure and infrastructure where people, systems, hardware, data, and models are seamlessly integrated to enable maximum network capabilities.

Phased Implementation

We must advance personnel transformation in the same context as Army transformation. Our Legacy Force is the current amalgamation of 5 unique databases that do not cross talk; 320 legacy systems; 1,170 separate processes (of which many are never queried); and more than 1,600 data elements to describe one soldier. In today's connected society, this is completely unacceptable. Our near-term objective is to migrate from the Legacy Force to the Interim Force in all areas as quickly, yet judiciously, as possible.

Our transition to an Interim Force is characterized by the transition to the Defense Integrated Military Human Resources System (DIMHRS) beginning in February 2004, where the Army is the lead for the DOD transition. DIMHRS, combined with the development and proliferation of Web-based applications, will enable the Army to transition to and implement Web-based, redesigned, best-business practices.

Our vision for the Objective Force (2015 and beyond) is being updated daily with the vast changes in information technology capabilities. We envision implementation of enhanced passive reporting and processing capabilities, use of voice-recognition technologies, and the imbedding of essential human resources functionality in Future Combat Systems. Our battlefield footprint should transition to a "thumbprint" as a result of these enablers and our focus of reducing workload in the battlespace.

The Road Ahead

Personnel transformation has focused on five specific areas in the Army human resources realm to support Army transformation: the personnel transformation initiative, introduced in August 2000; the manning the Objective Force initiative, which will shape and train the force for transformation to the Objective Force; the MANPRINT (manpower and personnel integration) initiative, which analyzes man-machine interface, will ensure the Army does not procure weapons and equipment that exceed the Army's ability to provide operators; the Army development system initiative, which will overhaul the officer, warrant officer, enlisted, and civilian management systems; and the Army well-being initiative, which will help balance the work life of soldiers and their families to improve morale, readiness, and retention.

To spearhead this personnel transformation initiative, we have established an integration team headed by MG B. Sue Dueitt, Assistant Army Deputy Chief of Staff, G-1, and Director of the Army Personnel Transformation Task Force. Dueitt has been charged with managing the team's daily interactions with the field to gather critical input and requirements necessary for inclusion in the final system.

The articles in this issue of *Army AL&T* explain more fully these five areas of Army human resources and how they support our goal of transforming the Army's personnel systems. These indeed are interesting and exciting times to be in the Army and to be a part of transforming our personnel systems to support the Army's transformation. The need for these changes is even more urgent as a result of the current war on terrorism. We are on the right path toward achieving our goal, but we need each and every soldier and leader in the Army to work alongside us to make the vision a reality. People are the centerpiece of our formations, and people will make this personnel transformation a success.

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